



Commission on Shared Governance

(Updated: 2-28-20)

Shared governance is a fundamental principle of inclusion in key areas of institutional responsibility and decision making. Below are draft guiding principles that have been developed by the Commission to help as it develops recommendations for the Board of Governors' consideration.

Draft Guiding Principles:

Effective System-level Shared Governance between faculty and administration:

1. Requires an investment of the time necessary to build relationships that foster mutual accountability, respect, and trust;
2. Provides a forum for engagement;
3. Requires mutual commitment to a collaborative policy development process;
4. Respects university-level shared governance/processes;
5. Reflects processes/structures/practices that are understandable, accepted, transparent, and sustainable;
6. Augments, but does not supplant, the existing shared governance role of the collective bargaining unit;
7. Establishes common ground that builds morale and collaboration—acknowledging the successes and failures of the past to inform decision making about the future;
8. Creates a supportive environment that allows for healthy tension in which sharing of different perspectives and ideas enables problem solving;
9. Depends upon timely and effective communication with active sharing of reliable information; and
10. Requires periodic assessment to gauge effectiveness.

Issues to be addressed through system-level shared governance:

With input from multiple stakeholder groups, the Commission has identified the following issues on which a system-level shared governance body might provide input. **Such engagement must not infringe on the roles and responsibilities of the faculty union, management, or any campus-level shared governance structure.**

Systemwide issues related to the academic enterprise
1. Systemwide academic master planning
2. System-level policies, procedures, standards, and practices
3. Shared academic programs
4. Policies governing program review
5. Policies and procedures governing: course sharing; faculty sharing;
6. Policies and procedures governing student transfer
7. Student mobility and articulation agreements/policies that impact more than one University
8. Engagement on academic quality assurance
9. Engagement on faculty development
10. Prior-learning initiatives
11. Online learning
12. Effective use of alternate instructional modalities, tech, etc.
Non-academic systemwide issues with a <i>direct impact</i> on academic life of the system of universities
13. IT systems that support shared courses, programs, and/or student mobility
14. Use of system-level shared instructional sites (Philadelphia Center City and Dixon Center)
15. Systemwide efforts to improve student enrollment and/or retention (e.g., transfer student success)
16. Support services for adult learning
17. System legislative agenda and advocacy for same
18. Policies impacting student affordability
19. Decisions about "State System" brand/marketing
Non-academic issues that establish <i>the context</i> in which the academic life of the system of universities takes place
20. System budgets (bud. report, fin. report, appropriations request, appropriations allocation)
21. Sustainability planning
22. Use of facilities
23. IT, procurement, and other System-level shared services decisions